

Handwritten Notes of Osdene Concerning Recommendations
For Long Term Plans for CTR (1978) (1000036667,
1000036506)

SUMMARY

These are Osdene's undated handwritten notes which were eventually turned into a memorandum to the file dated November 13, 1978. Edell has all of the pages of the notes. He, however, has only the last two pages of the final memorandum, which do not contain most of the sensitive material.

The first page of the notes contains Osdene's recommendations for CTR. The document is forward looking -- that is, it discusses recommendations for future change -- with one exception. The first point made is "time of propaganda over -- original structure outlived usefulness." Edell may argue that this passage refers to CTR as engaging in "propaganda."

Notwithstanding this exception, we should move to exclude the entire document under the court's ruling that evidence relating to research post-1965 is out of the case.

CROSS POINTS

1. Harris cannot know what Osdene meant by the word "propaganda." Osdene probably used the word simply to mean PR activities. PM has already conceded that one of the functions of CTR was PR -- meaning informing the public of both sides of the smoking and health controversy.

2. Osdene's recommendations for CTR prove our case. Obviously, Osdene would not recommend that CTR do things which it was already doing. Osdene was clearly making these recommendations because he was not satisfied with CTR's status as an independent research entity. Osdene's recommendations indicate that he wanted to see CTR change into an industry-controlled organization.

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3. There is no indication that Osdene showed the first page of these notes to anyone. (The first page of the final memorandum was addressed to the files only and contains no indication that it was ever circulated; as far as we know, only the last two pages of the memorandum were circulated.)

4. This memorandum is merely one person's view -- and a minority view -- of what CTR should be doing. It was not accepted by management and never put into practice. Harris must admit, and the jury must appreciate, that in a company employing as many people as PM does, one must expect that certain individuals will have views about certain matters that will not be generally accepted by the officers or the board of directors. Rather than evidencing a conspiracy, this document reflects simply a dissenting view concerning the existing status of CTR (SAB) as an independent agency.

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1. Time of propaganda over - original structure outlived usefulness.

2. Program to be relevant to needs of industry.

3. Should be controlled by industry -- rôle of SAB - largely industry.

maybe obsolete/should not get money from C.T.R.
probably should be industry + consultants.

4. Largely contracts - rather than grants/
publication.

5. Staff more responsive to industry needs.

6. Program designed so that results cannot harm
us. i.e., V. Selective program.

7. Examine role of S/H in today's world -
pressures on investigation.
probability of getting favorable are V. slim.

8. Greater participation of industry members. -
especially scientists. approvals. (control legal v.
science)

- site visit,
interim inventory of results
disposition of final results
greater feedback to sponsor on ongoing
work.

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